

Preface	xxi
Acknowledgments	xxiii
Note to Students	xxv
Chapter 1. Individual Disparate Treatment Discrimination	1
A. Introduction	1
B. Proving Discrimination	2
1. What Is Discrimination and How Is It Proved?	3
<i>Slack v. Havens</i>	3
Notes	5
Note on Stereotyping and Implicit Bias	6
Note on the Extent of Workplace Discrimination	11
<i>Hazen Paper Co. v. Biggins</i>	12
Notes	14
<i>McDonnell Douglas Corp. v. Green</i>	17
Notes	20
<i>Reeves v. Sanderson Plumbing Products, Inc.</i>	28
Notes	34
Note on Litigating Individual Disparate Treatment Cases	38
2. Who Is Protected by Title VII?	40
<i>McDonald v. Santa Fe Trail Transportation Co.</i>	40
Notes	43
Note on Critical Race Theory	49
Note on Intersectionality	51
Note on “Reverse” Discrimination	52
3. How Is Pretext Proved?	53
<i>Patterson v. McLean Credit Union</i>	53
<i>Ash v. Tyson Foods, Inc.</i>	55
Notes	56
4. For Whose Actions Is the Employer Liable?	60
<i>Staub v. Proctor Hospital</i>	60
Notes	64
	xi

C. Terms, Conditions, and Privileges of Employment, and Adverse Employment Actions	67
<i>Minor v. Centocor, Inc.</i>	68
Notes	69
D. Linking Bias to the Adverse Employment Action	73
<i>Price Waterhouse v. Hopkins</i>	73
Notes	82
<i>Desert Palace, Inc. v. Costa</i>	83
Notes	86
Note on Evidentiary Issues About Admissions Testimony	95
<i>Gross v. FBL Financial Services, Inc.</i>	97
Notes	101
<i>Comcast Corp. v. Nat'l Ass'n of African American-Owned Media</i>	103
Notes	108
Note on Special Issues of Proof	111
Note on Litigation Scorecard	116
Problem 1.1	117
Chapter 2. Systemic Disparate Treatment Discrimination	119
A. Introduction	119
B. Formal Policies of Discrimination	119
<i>Los Angeles Department of Water & Power v. Manhart</i>	120
Notes	123
C. Patterns and Practices of Discrimination	126
<i>Teamsters v. United States</i>	126
Notes	129
<i>Hazelwood School District v. United States</i>	131
Notes	137
<i>Wal-Mart Stores, Inc. v. Dukes</i>	141
Notes	144
Note on Sophisticated Statistical Techniques	146
D. Defenses to Systemic Disparate Treatment Cases	160
1. Rebutting the Inference of Discriminatory Intent	160
<i>Personnel Administrator v. Feeney</i>	160
Notes	161
<i>EEOC v. Sears, Roebuck & Co.</i>	163
Notes	167
Note on Nature Versus Nurture	169
Problem 2.1	171

Contents	xiii
2. Bona Fide Occupational Qualifications	171
<i>International Union, UAW v. Johnson Controls, Inc.</i>	173
Notes	179
3. Voluntary Affirmative Action	182
Note on Affirmative Action and the Constitution	186
Chapter 3. Systemic Disparate Impact Discrimination	189
A. The Concept of Disparate Impact Discrimination	189
<i>Griggs v. Duke Power Co.</i>	189
Notes	194
<i>Wards Cove Packing Co. v. Atonio</i>	195
Notes	200
B. Disparate Impact Law After the 1991 Civil Rights Act	204
1. Plaintiff's Proof of a Prima Facie Case	204
a. A Particular Employment Practice	204
<i>Watson v. Fort Worth Bank & Trust</i>	205
Notes	206
<i>Connecticut v. Teal</i>	211
Notes	214
Problem 3.1	217
Problem 3.2	217
b. The Employer's Use of the Practice Causes the Impact	217
<i>Dothard v. Rawlinson</i>	217
Notes	220
Problem 3.3	222
c. The Quantum of Impact	222
2. Defendant's Options	224
a. General Defense: The Employer's Use Does Not Cause Impact	224
b. The Affirmative Defense of Business Necessity and Job Relatedness	225
<i>El v. Southeastern Pennsylvania Transportation Authority</i>	225
Notes	232
Problem 3.4	237
3. Alternative Employment Practices	238
<i>Jones v. City of Boston</i>	240
Notes	244
Note on Disparate Impact Under the ADEA	244
C. Section 703(h) Exceptions to Title VII	247
1. Professionally Developed Tests	247

<i>Albemarle Paper Co. v. Moody</i>	248
Notes	251
2. Bona Fide Seniority Systems	253
3. Bona Fide Merit and Piecework Systems	255
Note on Litigation Scorecard	255
Chapter 4. The Interrelation of the Three Theories of Discrimination	257
Problem 4.1	257
A. The Interrelationship of Individual and Systemic Disparate Treatment	258
<i>Baylie v. Federal Reserve Bank of Chicago</i>	258
Notes	261
Note on the Relation Between Individual Cases and Unsuccessful Class Actions	262
B. The Relationship Between Individual Disparate Treatment and Disparate Impact	262
C. The Relationship Between Systemic Disparate Treatment and Disparate Impact	263
1. Disparate Impact Analysis Inapplicable to Systemic Disparate Treatment Cases	263
2. Intent to Discriminate: The Dividing Line Between the Two Systemic Theories	264
3. Applying the Two Systemic Theories in One Case	265
<i>EEOC v. Dial Corporation</i>	266
Notes	269
4. The Relationship of the Systemic Theories	271
a. When Can the Theories Be Deployed?	271
b. Out of the Disparate Treatment Pan into the Disparate Impact Fire?	271
D. Reconciling the Tension Between Disparate Treatment and Disparate Impact	273
<i>Ricci v. DeStefano</i>	274
Notes	288
Problem 4.2	293
Chapter 5. Special Problems in Applying Title VII, Section 1981, and the ADEA	295
A. Introduction	295
B. Coverage of Title VII, the ADEA, and Section 1981	295
<i>Lerohl v. Friends of Minnesota Sinfonia</i>	297
Notes	301
Note on Coverage of §1981	307

Contents	xv
C. Sex Discrimination	307
1. Discrimination “Because of Sex”	308
<i>Oncale v. Sundowner Offshore Services, Inc.</i>	308
Notes	310
a. Discrimination Because of Sexual Orientation and Gender Identity	312
<i>Bostock v. Clayton County</i>	312
Notes	340
b. Grooming and Dress Codes	345
<i>Jespersen v. Harrah’s Operating Company, Inc.</i>	345
Notes	349
c. Discrimination Because of Pregnancy	352
<i>Young v. UPS</i>	354
Notes	366
Note on the Family and Medical Leave Act	373
Problem 5.1	374
d. Discrimination Because of Caregiving and Family Responsibilities	375
<i>Back v. Hastings on Hudson Union Free School Dist.</i>	375
Notes	380
Note on Sex-Based Pay Discrimination and the Equal Pay Act	382
2. Sexual and Other Discriminatory Harassment	385
<i>Meritor Savings Bank v. Vinson</i>	386
Notes	389
Note on Other Discriminatory Harassment	391
a. Severe or Pervasive Harassment	392
<i>Harris v. Forklift Systems, Inc.</i>	392
Notes	394
b. The “Reasonable Person” Requirement	398
c. “Unwelcome” Conduct	399
d. Vicarious Liability	400
<i>Burlington Industries, Inc. v. Ellerth</i>	400
Notes	407
<i>Vance v. Ball State University</i>	409
Notes	416
<i>EEOC v. Management Hospitality of Racine, Inc.</i>	418
Notes	423
Note on Employer Liability for Harassment by Co-Workers and Customers	431
D. Discrimination Because of Religion	432
<i>EEOC v. Abercrombie & Fitch Stores, Inc.</i>	433

Notes	437
Scope of the Duty of Reasonable Accommodation	440
Problem 5.2	443
Note on “Religion” and Sincerity	444
Note on Religious Harassment	446
Note on Defenses and Exceptions Allowing Religious Discrimination	446
Note on Religious Institutions’ Exemption from the Prohibition of Religious Discrimination	447
Note on BFOQ Defense to Religious Discrimination	448
Note on the Establishment Clause	449
<i>Our Lady of Guadalupe School v. Morrissey-Berru</i>	451
Notes	463
Note on the Religious Freedom Restoration Act	466
E. National Origin and Alienage Discrimination	469
Note on Language and National Origin Discrimination	472
Note on the Application of Title VII to Undocumented Workers	474
F. Union Liability	475
G. Age Discrimination	476
1. Preferences for Older Workers	477
2. Exception for Police and Firefighters	478
3. Bona Fide Employee Benefit Plans	478
4. Early Retirement Incentive Plans	479
5. Bona Fide Executive Exception	480
Chapter 6. Retaliation	481
A. Introduction	481
B. Who Is Protected?	482
C. Distinguishing Participation from Opposition	483
<i>Clark County School District v. Breeden</i>	484
Notes	486
D. The Scope of Opposition Protection	488
<i>Laughlin v. Metropolitan Washington Airports Authority</i>	491
Notes	493
E. Adverse Action	495
<i>Burlington Northern and Santa Fe Railway Co. v. White</i>	495
Notes	501
F. Causation	503
<i>University of Texas Southwestern Medical Center v. Nassar</i>	503

Contents	xvii
Notes	510
Problem 6.1	513
Chapter 7. Disability Discrimination	515
A. Introduction	515
B. The Meaning of “Disability”	516
1. Actual Disability	517
Note on “Impairment”	519
Note on Being Substantially Limited in Major Life Activities	523
Note on Mitigating Measures	525
Problem 7.1	526
Problem 7.2	527
2. Record of Such an Impairment	527
Problem 7.3	528
3. Regarded as Having Such an Impairment	528
<i>Alexander v. Wash. Metro. Area Transit Auth.</i>	529
Notes	532
C. The Meaning of “Qualified Individual”	535
1. Essential Job Functions	536
<i>Rehrs v. The Iams Company</i>	536
<i>EEOC v. The Picture People, Inc.</i>	538
Notes	544
Problem 7.4	548
Problem 7.5	548
2. The Duty of Reasonable Accommodation	548
<i>US Airways, Inc. v. Barnett</i>	550
Notes	556
<i>Vande Zande v. State of Wisconsin Department of Administration</i>	559
Notes	562
<i>Gambini v. Total Renal Care, Inc.</i>	565
Notes	568
Note on Accommodations Necessary to Enjoy Benefits and Privileges of Employment	569
Note on Knowing That Accommodation Is Needed and the Interactive Process	570
3. Undue Hardship	572
Note on Burdens of Production and Proof	574
D. Discriminatory Qualification Standards	575

1. Direct Threat	576
<i>Chevron U.S.A. Inc. v. Echazabal</i>	577
Notes	581
Note on Deference to the EEOC	584
2. Job-Related and Consistent with Business Necessity	586
<i>Albertson's, Inc. v. Kirkingburg</i>	586
Notes	589
3. Disparate Impact	591
E. Special Problems of Disability Discrimination	593
1. Drug or Alcohol Users	593
2. Medical Examinations and Inquiries	594
a. Pre-Employment Medical Examinations and Inquiries	594
b. Post-Employment Medical Examinations and Inquiries	596
3. Retaliation and Interference	599
4. Harassment	600
5. Protected Relationships	600
6. Family and Medical Leave Act	601
Chapter 8. Procedures for Enforcing Antidiscrimination Laws	605
A. Introduction	605
B. The Administrative Phase: Charge Filing	606
1. Introduction	606
2. Filing a Timely Charge	606
a. What Constitutes a “Charge”?	606
b. When Does the Violation “Occur”?	607
<i>Almond v. Unified School District #501</i>	607
Notes	613
Note on State Deferral Requirements	617
Note on Waiver, Tolling, and Estoppel	618
Note on Laches	619
C. Filing Suit	619
Problem 8.1	621
D. Relationship of the EEOC Charge to Private Suit	622
1. Proper Plaintiffs	622
2. Proper Defendants	623
3. Scope of the Suit	623
Note on Avoiding the Title VII Procedural Maze via §1981	624
E. The Interrelationship of Various Rights and Remedies	624

Contents	xix
F. Class Actions	626
1. Introduction	626
2. Requirements of Rule 23	627
<i>Wal-Mart Stores, Inc. v. Dukes</i>	629
Notes	632
Bye-Bye (b) (2)	635
Note on the Future of Antidiscrimination Class Actions	637
G. Federal Government Enforcement	639
H. Suit Against Governmental Employers	641
1. State and Local Government Employment	641
a. Tenth and Eleventh Amendment Challenges	641
b. Exemptions	642
2. Federal Employment	643
Chapter 9. Judicial Relief	645
A. Introduction	645
<i>Albemarle Paper Co. v. Moody</i>	645
Notes	648
B. Equitable Relief to the Victims of Discrimination	649
1. Reinstatement, Retroactive Seniority, and Injunctive Relief	649
2. Who Gets Retroactive Seniority and Backpay?	651
<i>Teamsters v. United States</i>	651
Notes	654
3. Limits on Backpay	656
a. The Title VII and ADA Backpay Periods	656
<i>Ford Motor Co. v. EEOC</i>	657
Notes	660
<i>McKennon v. Nashville Banner Publishing Co.</i>	661
Notes	663
b. The Duty to Mitigate Damages	664
4. Front Pay	665
C. Legal Remedies for the Victims of Discrimination	667
1. Compensatory Damages	667
<i>Soorjballie v. Port Authority of N.Y. & N.J.</i>	667
Notes	669
2. Punitive Damages	671
<i>Kolstad v. American Dental Association</i>	671
<i>Soorjballie v. Port Authority of N.Y. & N.J.</i>	675

Notes	676
Note on Liquidated Damages in ADEA (and EPA) Cases	680
Note on Operation of the Statutory Caps	681
Note on Personal Liability of Employees	682
D. Attorneys' Fees	683
<i>Christiansburg Garment Co. v. EEOC</i>	683
Notes	685
Note on Taxation, Insurance, and Bankruptcy	689
Problem 9.1	691
Chapter 10. Managing Risks in Employment Discrimination Disputes	693
A. Introduction	693
B. Settlements and Releases	694
<i>Oubre v. Entergy Operations, Inc.</i>	696
Notes	698
C. Arbitrating Discrimination Claims	700
<i>14 Penn Plaza, LLC v. Pyett</i>	701
Notes	710
Note on the Policy Implications of Arbitration	713
<i>Hergenreder v. Bickford Senior Living Group, LLC</i>	716
Notes	720
Note on the Elephant in the Room: Allocating the Costs of Arbitration	724
Problem 10.1	726
Table of Cases	727
Table of Secondary Authorities	749
Index	777